



# County of Los Angeles CHIEF EXECUTIVE OFFICE

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WILLIAM T FUJIOKA  
Chief Executive Officer

March 15, 2012

To: All Department Heads

From: William T Fujioka  
Chief Executive Officer

William A. Sullivan, Esq., Chair  
Quality and Productivity Commission

Board of Supervisors  
GLORIA MOLINA  
First District

MARK RIDLEY-THOMAS  
Second District

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Third District

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Fifth District

## SHARED PRACTICES REPORT 2012

The Shared Practices report highlights practices used by departments to solve complex problems, create cost benefits, and provide quality services to our residents. During the past year, the Quality and Productivity Commission recognized these innovative practices through the Productivity Investment Fund Program, Department Visits, and Productivity and Quality Awards program. This is an important companion to the County's Efficiency Initiative.

The creative ideas and practices used by one department can serve as a guide for others, thereby promoting shared practices. These practices have been divided into the following categories:

- Using available technology in new ways
- Leveraging private sector business practices
- Collaborating to deliver improved services
- Creating new ways to deliver services
- Telling our story

Sharing these practices will both develop a knowledge base on what others are doing to solve problems and help generate new ideas to improve productivity and enhance the quality of County services.

The report will be posted on the Quality and Productivity web site <http://gpc.co.la.ca.us>.

We will continue to share practices with you and look forward to your comments. You can contact Victoria Pipkin-Lane at (213) 974-1361 or [vpipkin@ceo.lacounty.gov](mailto:vpipkin@ceo.lacounty.gov) for more information.

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WAS:VPL:ib

Attachment

c: Each Supervisor  
Productivity Managers' Network  
Efficiency Initiative Contacts

Chief Executive Office  
Quality and Productivity Commission  
**Shared Practices 2012**

**New Ways to Deliver Service**

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p><b>Management Succession Planning</b> Public Social Services</p> <p><i>(Department Visit June 16, 2011)</i></p>	<p><b>Problem:</b> Addressing the succession planning need for a pool of managers who are highly competent, skillfully trained, well-educated, motivated, and success oriented.</p> <p><b>Solution:</b> Developing a "Leadership Management Program," a certified program for managers. Courses directly respond to manager needs and organizational needs.</p> <p><b>Results:</b> Succession planning is supported by a pool of highly qualified managers who have participated in the program.</p>	<p>Charles Palmer Program Manager (562) 345-7772 charlespalmer@dpss.lacounty.gov</p>
<p><b>Effective Public Notification: Cheaper and Better</b> Regional Planning</p> <p><i>(Productivity and Quality Plain Language Award)</i></p>	<p><b>Problem:</b> Ensuring that the public receives important notifications. Often people do not recognize or understand important public notifications and may even throw them away.</p> <p><b>Solution:</b> Developing a public notice which presents information in a clear, concise manner on an eye-catching yellow postcard. It allows the public to quickly determine whether the information is important.</p> <p><b>Results:</b> More effective public notification, resulting in greater compliance and fewer phone calls.</p>	<p>Hsiao-Ching Chen Program Manager (213) 974-6559 hchen@planning.lacounty.gov</p>
<p><b>Restructuring to Increase Customer Focus</b> Regional Planning</p> <p><i>(Department Visit May 2, 2011)</i></p>	<p><b>Problem:</b> Restructuring to increase customer focus and streamline processes.</p> <p><b>Solution:</b> Reorganizing DRP's land use planning services into three geographic service areas to support increased customer focus, facilitate geographic expertise and a one-planner/one-project approach.</p> <p><b>Results:</b> Greater customer satisfaction and improved efficiencies generate better regional planning in the future.</p>	<p>Hsiao-Ching Chen Productivity Manager (213) 974-6559 hchen@planning.lacounty.gov</p>

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<p><b>Cadre of Administrative Resource Personnel (CARP)</b> Sheriff</p> <p><i>(Productivity and Quality Gold Eagle Award)</i></p> <p><i>Video</i></p>	<p><b>Problem:</b> Maintaining main mission services in the face of budget curtailments, manpower shortages and overtime costs.</p> <p><b>Solution:</b> Developing a staffing model (CARP) to minimize public safety impact and avoid potential layoffs. This model requires administrative and support personnel to adjust their schedules to staff core service vacancies formerly filled by the use of overtime.</p> <p><b>Results:</b> Cost benefits are estimated at \$28,000,000 annually. Better lines of communication and mutual respect have resulted from executives and middle managers working side by side.</p>	<p>Buddy Goldman, Commander Program Manager (323) 981-5916 bgoldma@lasd.org</p>

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TELLING OUR STORY		
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<b>Social Inclusion Campaign</b> Mental Health  (Department Visit February 23, 2011)	<p><b>Problem:</b> Mitigating the social stigma and discrimination which harms people with mental health issues and damage a person's sense of acceptance and well-being.</p> <p><b>Solution:</b> Partnering with celebrities to produce <i>Stigma Busting</i> and <i>Public Sector Information Spots</i> which promote acceptance and inclusion of people with mental health issues.</p> <p><b>Results:</b> A greater awareness of mental health issues, acceptance of those suffering with these issues, and an increased likelihood that sufferers will seek treatment.</p>	Kumar Menon Productivity Manager (213) 738-4258 kmenon@dmh.lacounty.gov
<b>Museum Outreach to the Community</b> Museum of Art  (Department Visit March 28, 2011)	<p><b>Problem:</b> Expanding and retaining audience with creative programs.</p> <p><b>Solution:</b> Reaching out to schools through an on-line reading room, traveling classrooms, providing video cameras to students, and continuing education for teachers. Free admission for County residents after five (Free After Five) and a free Tuesday once a month.</p> <p><b>Results:</b> Enhanced customer service and satisfaction, as well as community involvement in Museum programs.</p>	Ann Rowland Productivity Manager (323) 857-6142 arowland@lacma.org
<b>Branding and Transforming the Museum</b> Museum of Natural History  (Department Visit - February 16, 2011)	<p><b>Problem:</b> Finding ways to attract and maintain a community audience, while serving their educational and cultural needs.</p> <p><b>Solution:</b> Transforming the museum with fresh branding promotion, major building improvements, new galleries such as the "Dinosaur Hall," and visitor amenities.</p> <p><b>Results:</b> Improved customer service and satisfaction.</p>	Leonard Navarro Productivity Manager (213) 763-3545 lnavarro@nhm.org

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<p><b>Health Awareness Program - High School STD Testing</b> Public Health</p> <p><i>(Productivity and Quality Top Ten Award)</i></p> <p>Video</p>	<p><b>Problem:</b> Reaching out to young people who are disproportionately affected by sexually transmitted diseases, but may not seek testing due to lack of knowledge and limited access to testing.</p> <p><b>Solution:</b> Raising awareness of symptoms, long-term consequences and available health services by implementing confidential testing on-site and treatment program for students. Ensuring compliance with education and health codes and acceptability to students, parents and staff.</p> <p><b>Results:</b> Most participants chose to get tested and those affected were treated. More importantly, health awareness increased and students reported they were more likely to get tested in the future.</p>	<p>Peter Kerndt, MD, MPH Program Manager (213) 744-3093 pkerndt@ph.lacounty.gov</p>
<p><b>The Coordinated Agency Recovery Effort (C.A.R.E.)</b> Public Works with Sheriff and Fire</p> <p><i>(Productivity and Quality Top Ten Award)</i></p> <p>Video</p>	<p><b>Problem:</b> Preparing for the storm season's mudslides and debris flow after the 2009 Station Fire, the biggest wildfire in the County's history.</p> <p><b>Solution:</b> Coordinating a proactive outreach campaign using the talents of communications specialists from many agencies to keep officials, residents, and the media apprised of recovery efforts, flood control/debris flow preparations, road closures, and emergency responses.</p> <p><b>Results:</b> Extensive media coverage of activities throughout the storm season helped save lives and property, and created a new awareness of Public Works, Sheriff and Fire as first responders in a disaster situation.</p>	<p>Bob Spencer Program Manager (626) 458-4070 bspencer@dpw.lacounty.gov</p>

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<b>Power Lunch</b> Superior Court  <i>(Productivity and Quality County Image Enhancement Award)</i>  <i>Video</i>	<b>Problem:</b> Engaging students in underserved areas in the judicial process.  <b>Solution:</b> Implementing the Power Lunch Program which provides an opportunity for students from underserved schools to have lunch with justice system professionals and learn about the system from positive role models.  <b>Results:</b> Since 2007, approximately 9000 students have participated in the program which provided meaningful education about the justice system and expanded the career consciousness of the students.	Judge Beverly Reid O'Connell Program Manager (818) 898-2622 boconnell@lasuperiorcourt.org